

**Corporate Plan: 2015-2019  
KEY ACTION PLAN  
2015-2016**

Action	Lead Directorate	Responsibility for Achievement	Target Date	Progress Report <i>(as at end of Quarter X)</i>
<b>Aim (i) To ensure that the Council has appropriate resources, on an ongoing basis, to fund its statutory duties and appropriate discretionary services whilst continuing to keep Council Tax low</b>				
(a) To ensure that the Council's Medium Term Financial Strategy plans to meet the Council's financial and service requirements for any forward four year period, whilst minimising any reliance on Government funding				
1) Deliver the savings identified for 2015/16 in the business cases approved by Members.	Management Board	Chief Executive	March 2016	
2) Progress preparations for delivering the savings identified for 2016/17 within the Medium Term Financial Strategy	Management Board	Chief Executive	March 2016	
3) Develop additional business cases, through a structured approach, to address the need for net savings in subsequent years	Management Board	Chief Executive	Sept 2015	
4) Commence the budget cycle early again next year with an updated MTFs to take account of any changes following the general election.	Resources	Director of Resources	July 2015	
(b) To continue to review and develop the Council's own assets and landholdings for appropriate uses, in order to maximise revenue streams and capital receipts, and to deliver the following key projects: <ul style="list-style-type: none"> <li>■ The Epping Forest Shopping Park, Loughton</li> <li>■ St John's Redevelopment Scheme, Epping</li> <li>■ Council Housebuilding Programme</li> <li>■ North Weald Airfield</li> </ul>				
1) Complete Phase 1 of the Council Housebuilding Programme to provide 23 new affordable rented homes in Waltham Abbey	Communities	Asst. Director (Housing Property & Development)	Dec 2015	
2) Complete the major refurbishment scheme at Marden Close, Chigwell Row to convert 20 difficult-to-let bedsits and a communal hall into 12 self-contained flats	Communities	Asst. Director (Housing Property & Development)	Sept 2015	

3) Secure planning permission and commence Phase 2 of the Council Housebuilding Programme to provide up to 52 new affordable rented homes at Burton Road, Loughton	Communities	Asst. Director (Housing Property & Development)	Aug 2015	
4) Negotiate and complete the St John's redevelopment Scheme at Epping, and identify a suitable location within the District to which the Housing Repairs Service can be relocated from the Epping Depot.	Neighbourhoods	Assistant Director (Policy, Planning & ED)	Sept 2015	
5) Work in partnership with Moat Housing to commence the development of the Council garage site at Vere Road, Loughton to provide up to 15 affordable rented homes, together with up to 14 additional parking spaces to facilitate the development of the adjacent site of the former Sir Winston Churchill PH	Communities	Director of Communities	March 2016	
6) Seek to vacate the Council's Hemnall Street Offices, Epping in order to redevelop/let the premises, by relocating Community Services staff to office accommodation to be purchased close to Epping Forest District Museum, Waltham Abbey, and at the Civic Offices through the freeing-up of Council accommodation as a result of flexible working arrangements	Communities / Management Board	Chief Executive / Asst. Director (Community Services and Safety)	March 2016	
7) Review all licence arrangements at North Weald Airfield	Neighbourhoods	Assistant Director (Neighbourhoods)	April 2015	
8) Progress the Epping Forest Shopping Park scheme in association with Member decisions	Neighbourhoods	Assistant Director (Policy, Planning & ED)	Sept 2016	
(c) To explore appropriate opportunities to make savings and increase income through the shared delivery of services with other organisations, where such arrangements would provide improved and/or more cost effective outcomes				
1) Work with 5 neighbouring councils, through a consortium arrangement, to renew the contract and service arrangements for the Shared Housing Register Management Service, in order to continue to share the Service's costs and improve service delivery	Communities	Asst. Director (Housing Operations)	Jan 2016	
2) Approach neighbouring authorities to carry out checking and vetting of Building Control plans through partnership working	Governance	Asst. Director (Development Management)	Jan 2016	

3) Review the shared opportunities with the Public Law Partnership: <ul style="list-style-type: none"> <li>to pool knowledge when implementing legislative change,</li> <li>work towards standardising documentation used in the member Council used in the provision of services across the partnership, and</li> </ul> take advantage of reductions in the costs of on-line library services and training which are negotiated by the partnership.	Governance	Asst. Director (Legal Services)	March 2016	
4) Explore the possibility of sharing an integrated HR/Payroll IT system with other authorities.	Resources	Assistant Director (HR)	Sept 2015	
5) Explore providing payroll services to other authorities	Resources	Assistant Director (HR)	March 2016	
6) Explore providing an audio typing service to other authorities	Resources	Assistant Director (HR)	March 2016	
7) Identify additional Council services that may benefit from a shared provision with other organisations (either provided by the Council or others), to reduce costs, create income and/or improve service delivery	Management Board	Chief Executive	March 2016	

**Aim (ii) To ensure that the Council has a sound and approved Local Plan and commences its subsequent delivery**

(a) To produce a sound Local Plan, following consultation with local residents and working with neighbouring councils, that meets the needs of our communities whilst minimising the impact on the District's Green Belt

1) Update the Council's Housing Strategy, following production of the Preferred Options for the Local Plan	Communities	Director of Communities	Dec 2015	
2) Complete the gathering of information to form the evidence on which key decisions will be taken as part of the Local Plan.	Neighbourhoods	Assistant Director (Policy Planning & Economic Development)	April 2015	
3) Agree on objectively assessed Housing and Employment Need for the Local Plan Period.	Neighbourhoods	Assistant Director (Policy Planning & Economic Development)	April 2015	

4) Agree a Draft Local Plan and undertake the appropriate sustainability appraisal.	Neighbourhoods	Assistant Director (Policy Planning & Economic Development)	June 2015	
5) Undertake the Preferred Options Consultations.	Neighbourhoods	Assistant Director (Policy Planning & Economic Development)	June-Sept 2015	
6) Submit the Final Local Plan to the Planning Inspectorate for Examination	Neighbourhoods	Assistant Director (Policy Planning & Economic Development)	Nov 2015	

(b) To increase opportunities for sustainable economic development within the District, in order to increase local employment opportunities for residents

1) Consider the practicalities of revising procurement arrangements to encourage/require contractors to employ local residents for Council contracts	Resources	Director of Resources	Dec 2015	
2) Incorporate the findings of the Economic Development Study into the Local Plan Evidence base with a view to determining future Employment Need.	Neighbourhoods	Assistant Director (Policy Planning & Economic Development)	April 2015	
3) After consultation on Preferred Options to allocate Employment land within the Council's Local Plan.	Neighbourhoods	Assistant Director (Policy Planning & Economic Development)	Nov 2015	
4) Develop and implement a new Economic Development Plan for the District, building on the work that has been undertaken with regard to individual Town Centres.	Neighbourhoods	Assistant Director (Policy Planning & Economic Development)	May 2015	
5) Continue to support the work of Local Business Partnerships to support the local economy and generate additional local employment opportunities.	Neighbourhoods	Assistant Director (Policy Planning & Economic Development)	Ongoing	
6) Continue with the Council's apprenticeship scheme for the district's young people, providing sustainable employment opportunities	Resources	Assistant Director (HR)	Sept 2015	

(c) To deliver the Council's new Leisure and Cultural Strategy, in order to maximise participation and value for money in the provision of leisure and cultural services to local residents and visitors

1) Complete the extension and major refurbishment of the Epping Forest District Museum, Waltham Abbey and open to the public	Communities	Asst. Director (Community Services and Safety)	Dec 2015	
2) Work in partnership with Waltham Abbey Town Council to investigate the feasibility of developing a new leisure/community hub at Hillhouse, Waltham Abbey	Neighbourhoods / Communities	Director of Neighbourhoods / Director of Communities	March 2016	
3) Appoint external specialist support to the competitive dialogue process for the new Leisure Management Contract, to ensure that the Council achieves best consideration.	Neighbourhoods	Assistant Director Neighbourhoods)	April 2015	
4) In accordance with the recommendations of the Leisure and Culture Strategy to jointly pursue the provision of a new Secondary School on the Ongar Campus site, with a view to entering a Dual-Use Agreement for the Leisure Centre.	Neighbourhoods	Assistant Director (Neighbourhoods)	May 2015	
5) As part of the competitive dialogue procurement process for the new Leisure Management Contract, take forward the provision of a replacement swimming pool in Waltham Abbey.	Neighbourhoods	Director of Neighbourhoods	April 2015 onwards	

**Aim (iii) To ensure that the Council adopts a modern approach to the delivery of its services and that they are efficient, effective and fit for purpose**

(a) To have efficient arrangements in place to enable customers to easily contact the Council, in a variety of convenient ways, and in most cases have their service needs met effectively on first contact

1) Increase the opening hours of the Council Office at the Limes Centre, Chigwell, to improve access for local residents to a range of Council services	Communities	Asst. Director (Community Services and Safety)	June 2015	
2) Introduce web-based and smartphone applications to enable Council tenants to report repairs on-line	Communities	Asst. Director (Housing Property & Development)	May 2015	
3) Establish a multi-disciplinary officer group to undertake a review and report on proposals for improving customer contact with the Council.	Management Board	Assist. Director (Gov. & Perf. Imp.)	March 2016	

(b) To utilise modern technology to enable Council officers and members to work more effectively, in order to provide enhanced services to customers and make Council services and information easier to access

1) Introduce more flexible methods for customers to pay for Council services	Resources	Asst. Director (Revenues)	Dec 2015	
2) Introduce an on-line facility for customers to easily view and research objects held by the Epping Forest District Museum	Communities	Museum Heritage and Culture Manager	March 2016	
3) Scan old Development Control & Building Control files and microfiche and increase the number of planning records available on the Council's website.	Governance	Assistant Director (Development Management)	July 2016	
4) Investigate and, if possible, implement the returns of Local Land Charges Searches by email	Governance	Assistant Director (Legal Services)	April 2016	
5) Update the Contracts Register so that the contract documentation can be accessed and viewed by using an icon on the register. This will apply to new contracts at first.	Governance	Assistant Director (Legal Services)	April 2016	
6) Identify, during audits, any manual documentation or process that can be improved by conversion to electronic form.	Governance	Chief Internal Auditor	March 2016	
7) Continue the implementation of the Council's ICT Strategy, with the completion of the following key projects: (a) Printer Reduction, Removal and redeployment, implementation of print management software (b) Mobile and flexible working	Resources	Assistant Director (ICT & FM)	March 2016	
8) Complete a review of accommodation and make recommendations on utilisation of space and flexible methods of working.	Management Board	Chief Executive	Sept 2015	

(c) To ensure that the Council understands the effects of an ageing population within the District and works with other agencies to make appropriate plans and arrangements to respond to these effects

1) Undertake a study to identify and better understand the demographics of an ageing population in the District and the effects on the Council and local residents	Communities	Asst. Director (Community Services and Safety)	March 2016	
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2) Review the provision and delivery of community and cultural services to older people, to ensure that appropriate resources are targeted at the increasing numbers of older people, in order to help improve their general health and wellbeing	Communities	Asst. Director (Community Services and Safety)	Oct 2016	
3) Undertake a review of the Council's sheltered and designated accommodation for older people, with a view to rationalising the amount and location of such accommodation and identifying improvements required to the retained accommodation to ensure it remains fit for purpose	Communities	Asst. Director (Housing Operations) / Asst. Director (Housing Property & Development)	March 2016	